



# COUNTY OF LOS ANGELES

## DEPARTMENT OF HUMAN RESOURCES

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**MICHAEL J. HENRY**  
DIRECTOR OF PERSONNEL

January 18, 2005

To: Each Supervisor

From: Michael J. Henry  
Director of Personnel

Subject: **RECRUITMENT FOR DIRECTOR OF COMMUNITY AND SENIOR SERVICES**

Mr. Robert Ryans, Director of Community and Senior Services retired effective March 29, 2004. The Board approved the restructuring of the Department on December 14, 2004, and the Department of Human Resources has been instructed to conduct a recruitment for a new department head. We have prepared the attached Recruitment and Selection Action Plan (Attachment I) and Position Description (Attachment II) to recruit for this position.

The recruitment will be performed by the Department of Human Resources without the use of a search firm. The search will be open to all individuals who apply; however, we will target candidates primarily from within California. We anticipate submitting names of the finalists to each Supervisor in May 2005. As indicated on the attached recruitment and selection action plan, this includes a 60-day filing period.

If you have names of prospective candidates, please forward them to me and we will contact them. Please call me if you have any questions.

MJH:REB  
JL:ck

Attachments

c: Chief Administrative Officer  
County Counsel

Department of Human Resources  
EXECUTIVE RECRUITMENT

***DIRECTOR OF COMMUNITY AND SENIOR SERVICES***

**RECRUITMENT AND SELECTION ACTION PLAN**

STATEWIDE RECRUITMENT / NO SEARCH FIRM	
ACTIVITY	ESTIMATED NUMBER OF CUMULATIVE CALENDAR DAYS
I. Develop, finalize, and print recruitment announcement.  (15 days)	15
II. Filing Period  A. Distribution of announcement to targeted groups such as major cities and counties within the State of California; and internal distribution to County departments, employee organizations, and community groups.  B. Advertise.  C. Department of Human Resources staff to utilize outsourcing methods, networking capabilities, and follow-up calls to targeted potential candidates based upon minimum requirements and desirable qualifications.  (60 days)	75
III. A Qualifying Screening Panel consisting of David E. Janssen, Michael J. Henry, and one additional member to be identified, to conduct a qualifying screening of applicants based upon resumes and other submitted materials.  (8 days)	83
IV. Assessment Interview Panel, to be selected by the Department of Human Resources and to include subject matter experts, to conduct assessment interviews. Participation in the interview assessment will be contingent upon the extent to which applicants meet or exceed the minimum requirements and desirable qualifications. (Includes timeframe for scheduling panel members and candidates.)  (21 days)	104

STATEWIDE RECRUITMENT / NO SEARCH FIRM	
ACTIVITY	ESTIMATED NUMBER OF CUMULATIVE CALENDAR DAYS
V. Submit a list of top candidates to each Supervisor, and commence background investigations. (3 days)	107

**COUNTY OF LOS ANGELES  
POSITION DESCRIPTION**

**TITLE:        DIRECTOR OF COMMUNITY AND SENIOR SERVICES**

**DEFINITION:** This position has full responsibility for directing the Department of Community and Senior Services which is responsible for providing direct and indirect services to County resident senior citizens and those seeking employment through various federal, State and County programs. These programs are designed to meet specific needs, such as employment, crisis intervention, vocational training, home-delivered and group meals, and transportation; as well as in-home, legal, domestic violence and adult protective services. Direct services are delivered through a network of neighborhood service centers located throughout the County and by social workers in district offices. Indirect services are largely delivered through contracts with public and private agencies.

**EXAMPLES OF DUTIES:**

- ▶ Directs the review and analysis of the County's community services, senior citizens' affairs, economic development, services to dependent adults, neighborhood service centers, employment and training, and various community organization activities with the goal of increasing discretionary federal and State funding to the County.
- ▶ Directs the development of recommendations to Community agencies, councils or the Board of Supervisors on matters pertaining to adult services, Native Americans, and senior citizens' affairs so that the programs of agencies and jurisdictions are coordinated to the fullest extent possible and the welfare of the community is best served.
- ▶ Directs the design and maintenance of a comprehensive work force utilization system by allocating human and fiscal resources to meet the service needs of the community.
- ▶ Directs the County's collaborative efforts with federal and State officials and local governmental agencies regarding all types of community services, adult services, senior citizens' affairs and work force utilization programs.
- ▶ Directs the interaction of subordinate managers with community organizations and representatives involved in community projects in order to achieve optimum community participation.
- ▶ Speaks before civic groups on the Department's program activities in order to promote public interest and to gain support.

**POSITION DESCRIPTION:**  
**DIRECTOR OF COMMUNITY AND SENIOR SERVICES**

**EXAMPLES OF DUTIES (continued):**

- ▶ Directs the fiscal, personnel, budget and other administrative functions of the Department.
- ▶ Maintains effective relationships with other departments, agencies and the public.
- ▶ Directs the development of changes in organization, staffing, work processing and management information systems, and the administration of the Department's contracting program to increase effectiveness and efficiency, and to reduce administrative costs.
- ▶ Makes periodic reports to the Board of Supervisors regarding issues and accomplishments of the Department.
- ▶ Recommends the adoption, enactment and amendment of County ordinances, resolutions and regulations, State and federal statutes, and the County Charter in order to provide effective, efficient and economical administration of the Department.

**MINIMUM REQUIREMENTS:**

Highly responsible experience managing or assisting in the management of a large and complex organization in fields such as community services, human services, social services, protective services, senior citizens' services or work force development and utilization programs. Such management experience includes directing budget, personnel, fiscal, supply and other administrative functions, as well as the direction of line functions.

**LICENSE:** California Class "C" Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

**OTHER:** U.S. citizenship is required for appointment to this position.

**DESIRABLE QUALIFICATIONS:**

- ▶ Extensive management experience in a progressively responsible position managing a large organization which provides community services, protective services or violence prevention, senior citizens' services, or work force development and utilization programs.
- ▶ Demonstrated ability to establish and maintain liaison with public officials, private and public sector employers, community groups and legislative bodies.

**POSITION DESCRIPTION:**  
**DIRECTOR OF COMMUNITY AND SENIOR SERVICES**

**DESIRABLE QUALIFICATIONS (continued)**

- ▶ Knowledge of federal, State and local statutes, ordinances and regulations relating to delinquency prevention, senior citizens' activities and services, and job development and employment programs.
- ▶ Experience in developing, implementing, administering and monitoring State and federally funded programs.
- ▶ Extensive experience in coordinating programs with public agencies.
- ▶ Knowledge of developing and administering contracts.
- ▶ Experience in the organization, development and direction of citizen participation activities.

Date approved: 1/14/05

EXEC RECRUITMENT/ DIR OF COMM & SR. SRVCS/ POSITION DESCRIPTION.FINAL  
1/14/05